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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

30 July 1987

Major General Schuyler Bissell, USAF
Assistant Chief of Staff, Intelligence
Department of the Air Force
The Pentagon
Washington, D.C. 20330

Dear General Bissell:

I want to commend Major Forrest E. Waller of AF/INET for his truly exceptional performance on NIE 11-3/8-87. Major Waller played a key role in the production of this complex and important Estimate by serving both as the Air Force representative and as the chairman of one of the Estimate's most important chapters. This is the second year that Major Waller accomplished these tasks and it is obvious that top-quality products and a high level of professionalism are traits that can always be associated with this outstanding officer's work.

The Air Force was well represented by Major Waller's excellent grasp of the broad range of substantive issues, his knowledge of other interagency products, and his great skill at articulating Air Force positions--making Major Waller one of the most effective and valuable representatives to this Estimate. He was not only diligent in ensuring conformity between other interagency products and the NIE, but also in ensuring consistency between last year's and this year's Estimates on key judgments and significant issues.

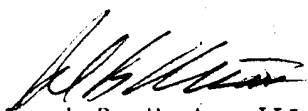
As chapter chairman, Major Waller again excelled by completing his thorough and accurate drafts ahead of schedule, effectively coordinating these drafts with people at all levels, and by putting even the most contentious, but important, issues that were in his chapter into logical and acceptable prose. Major Waller was exceptional at rewriting and restructuring discussions throughout the Estimate on short notice--in some cases at the coordination meetings--and was always available to help and quickly address all questions and issues regarding his drafts.

Aside from the duties discussed above, Major Waller arranged a very informative and successful visit for the NIE 11-3/8-87 production team to the Headquarters, Strategic Air Command. As a result, he was also instrumental in the NIE production by assisting this year's management team in gathering data from SAC which was used to construct maps dealing with the beddown of Soviet forces into the late-1990s--a first for this Estimate.

Letter of Appreciation to MG Bissell for Maj. Forrest Waller

Finally, I understand that Major Waller is about to begin a new assignment and will not participate in next year's Estimate. His absence will be felt in the national intelligence process, and I can only be envious of his future commanding officers. The Air Force should be proud to have such a capable officer who is willing to devote the extra time and effort required to excel at these difficult and time-consuming tasks. Please extend to Major Waller, and to those who supported his efforts, my appreciation for his exceptional performance and contribution to the national intelligence process, as well as my best wishes for a continued, successful Air Force career.

Sincerely,



Frank B. Horton III
Major General, USAF
Chairman

Letter of Appreciation to MG Bissell for Maj. Forrest Waller

Distribution:

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